[*Crown Copyright Reserved.*

THE MOBILIZATION OF A TERRITORIAL INFANTRY BATTALION.

By CAPTAIN J. F. C. FULLER,
Oxfordshire and Buckinghamshire Light Infantry.

Reprinted from THE ARMY REVIEW, Vol. V., No. 1, July, 1913.

LONDON:
PRINTED UNDER THE AUTHORITY OF HIS MAJESTY'S STATIONERY OFFICE
By HARRISON AND SONS, 45-47, St. Martin's Lane, W.C.,
Printers in Ordinary to His Majesty.

To be purchased, either directly or through any Bookseller, from
WYMAN AND SONS, Ltd., 29, Breams Buildings, Fetter Lane, E.C., and
54, St. Mary Street, Cardiff; or
H.M. STATIONERY OFFICE (Scottish Branch), 23, Forth Street, Edinburgh; or
E. PONSONBY, Ltd., 116, Grafton Street, Dublin;
or from the Agencies in the British Colonies and Dependencies,
the United States of America, the Continent of Europe and Abroad of
T. FISHER UNWIN, London, W.C.

Price Threepence.

[*Crown Copyright Reserved.*

THE MOBILIZATION OF A TERRITORIAL INFANTRY BATTALION.

By CAPTAIN J. F. C. FULLER,
Oxfordshire and Buckinghamshire Light Infantry.

Reprinted from THE ARMY REVIEW, Vol. V., No. 1, July, 1913.

LONDON:
PRINTED UNDER THE AUTHORITY OF HIS MAJESTY'S STATIONERY OFFICE
BY HARRISON AND SONS, 45–47, ST. MARTIN'S LANE, W.C.,
PRINTERS IN ORDINARY TO HIS MAJESTY.

To be purchased, either directly or through any Bookseller, from
WYMAN AND SONS, LTD., 29, BREAMS BUILDINGS, FETTER LANE, E.C., and
54, ST. MARY STREET, CARDIFF; or
H.M. STATIONERY OFFICE (SCOTTISH BRANCH), 23, FORTH STREET, EDINBURGH; or
E. PONSONBY, LTD., 116, GRAFTON STREET, DUBLIN;
or from the Agencies in the British Colonies and Dependencies,
the United States of America, the Continent of Europe and Abroad of
T. FISHER UNWIN, LONDON, W.C.

Price Threepence.

THE MOBILIZATION OF A TERRITORIAL INFANTRY BATTALION.

By Captain J. F. C. Fuller, Oxfordshire and Buckinghamshire Light Infantry.

INTRODUCTORY.

THE scheme for the embodiment and mobilization of a Territorial infantry battalion proposed in the following pages is the outcome of almost continuous preparation and amendment of mobilization schemes and instructions, carried out by me, firstly as Adjutant to a Volunteer battalion, and secondly as Adjutant to a newly raised Territorial battalion, from 1907 to 1912. During this period I further had the advantage, on several occasions, of becoming, more or less, acquainted with the working of the larger Territorial formations, and with the mobilization preparations of a considerable number of the smaller ones; and though I fully realize that an officer in the position of an Adjutant is very liable to view matters from a purely battalion point of view, and not from that of the brigade or the division, I venture to propose this scheme as a possible working basis until the means of embodying and mobilizing the Territorial infantry units have been finally considered.

At present I feel that there are many Adjutants in the Territorial Force who must be labouring under the same difficulties that I laboured under on taking up my original appointment. These difficulties I found consisted in not finding a sound foundation to build upon; in having to follow in the footsteps of the last Adjutant, who had probably gone away, or who could only be seen for a few minutes; in making the best of the mobilization orders he had left behind him; or setting them aside to begin new ones altogether, without the necessary knowledge: in fact, in not being able to appreciate the numerous difficulties of collecting, billeting, and feeding partially trained men, who, though always ready to help, yet through the want of that discipline which is only possible to soldiers who are working together year in and year out, often fail to appreciate that sometimes the greatest assistance consists in doing nothing and remaining quiet.

I have, therefore, attempted in my scheme to carry out the following:—

(1) To prepare all accommodation for the men *before* they arrive.
(2) To call up the men by companies at *definite* hours.
(3) To billet the men with the least delay.
(4) To feed the men *directly* they are billeted.
(5) Then to mobilize the unit as rapidly as possible.

PRELIMINARY CONSIDERATIONS.

In a force organized as is the Territorial Force, the period of transition from a peace to a war footing must of necessity be a period not only critical to the Force itself, but a period of very grave anxiety to all concerned; a period which cannot be entered upon lightly, and one which will depend for its success or failure upon the care, forethought and work expended on its preparation during the days prior to embodiment.

I am, therefore, of opinion that nothing which can possibly be carried out by the Permanent Staff of a Territorial unit should be left to the Territorial officers' own judgment; but that everything should be carefully prepared prior to mobilization, so that the Territorial officers may simply act on written instructions issued at stated hours as mobilization proceeds, and *that they may in no way act on their own initiative;* not because they are incapable of doing right, but because they may possibly do wrong, and thereby throw out of adjustment the arrangements of their small professional Permanent Staff, which will be working at the very highest pressure.

To carry this out successfully, three main preparatory measures are necessary:—

(1) Clear Mobilization Instructions based upon the Mobilization Regulations, and fitted to the local conditions of the unit and to any instructions that may have been issued by its County Association.
(2) Frequent lectures and classes in the unit itself on the duties on mobilization. Each officer should know what the Mobilization Instructions contain; what his duties are; and further he should be shown the various orders and instructions which he will receive, so that he may thoroughly grasp their contents. All colour-sergeants and section commanders should be examined twice a year on the duties which they will have to carry out on mobilization; and the rank and file should not only be lectured from time to time, but should, at the commencement of each year, receive a card showing the exact time at which they are to report themselves in the event of mobilization, what they must bring with them, and where they will be billeted.
(3) The Mobilization Instructions of the battalion, which are primarily drawn up for the Commanding Officer's and the

Adjutant's information, should be duplicated and reduced to letter and order form, a copy being made out for each officer who will be called upon to carry them out, of his own particular duties; so that, on actual mobilization, verbal orders will be reduced to a minimum, each officer acting on instructions carefully prepared for him beforehand. By this means not only can the orders be thoroughly prepared, but the individuality of the receiver, *which is an important factor in a civilian force*, may be fully considered. These letters, orders, army forms, &c., should be tied up in bundles and marked with the number of the day of mobilization upon which they will be required; and such as will have to be issued placed in envelopes bearing the appointment and address of the receiver, but not his name unless this is necessary. This done, when mobilization is ordered, all the Adjutant will have to do will be, firstly to post and send out all the letters in the bundle marked *Day previous to Mobilization;* and secondly, when mobilization has been ordered, to issue the first thing each morning the bundle marked for the corresponding day.

To reduce complexity to simplicity, and to allow principles to stand clear of detail, a simple case has been taken of a centralized battalion of Territorial infantry which can be billeted on embodiment in two large national schools. Further, it has been assumed that the period in which mobilization must be completed is five days, and that embodiment and mobilization run concurrently;[1] and that the Permanent Staff consists of an Adjutant and four sergeant instructors.

The first thing to do before making out the Mobilization Instructions, upon which the whole period of transition will be based, is mentally to pass, step by step, through the actual progress of mobilization of the unit concerned, appreciating local conditions, and *the individuality of the officers*; and then to apply to this mental picture of what may happen all thinkable possibilities which may prevent it from happening. This done, an index of all the headings which will have to be dealt with should be made out. These may be taken from the Mobilization

[1] Five days have been simply taken as a working basis. As the Territorial Force is purely a Home Defence force, the mobilization of which would, so we are given to understand, run concurrently with that of the Expeditionary Force, the possibility of the Territorial Force having to mobilize in 24 or 48 hours is most improbable. The present scheme has consequently been based, not on a mobilization of a few hours or a few weeks, but on one of a few—five—days; which, for Territorial infantry, excluding cyclists, is a fair period to allot and to work upon for a general mobilization. A partial mobilization is not considered. The distinction between mobilization and embodiment is not one that affects the procedure discussed in this article. In order to avoid confusion the word "mobilization" has therefore been used, in the Instructions which follow, to denote the simultaneous procedure.

Regulations and from such instructions as may have been received. Then, by degrees, fit these headings into the mobilization picture conceived, elaborating the whole so that it may, so to say, become a possible panorama of the ground which may have to be traversed one day.

The process then is simple, and merely consists in elaborating each heading as required, always bearing in mind that the whole object of these Instructions is to simplify work on mobilization, and to reduce improvization during that period to a minimum.

INDEX.

(I) War Equipment.
(II) Arrangements for calling up Officers and Men.
(III) Kit of Officers, N.C.O's. and Men.
(IV) Conduct of Individuals until billeted.
(V) Medical Arrangements.
(VI) Billets at Place of Mobilization.
(VII) Daily Mobilization Diary.
(VIII) Daily Mobilization Orders.
(IX) Arrangements for obtaining Horses and Wagons.
(X) Arrangements for feeding Men and Horses.
(XI) Nominal Roll of Men for the Special Service Section.
(XII) Nominal Roll of Divisional and Brigade Details.
(XIII) Horse and Wagon and Equipment Parties.
(XIV) Advanced Party for War Station.
(XV) Detail of Depôt.
(XVI) Train Accommodation to War Station.
(XVII) Billets at War Station.
(XVIII) Ammunition.
(XIX) Identity Discs.
(XX) Pay Books.
(XXI) Stationery required at War Station.
(XXII) Colours.
(XXIII) Medals.
(XXIV) Telegrams, Requisitions and Indents.
(XXV) Bootmakers and Tailors.
(XXVI) Local Tradesmen.
(XXVII) Training Areas.
(XXVIII) Duties of Officers.
(XXIX) Duties of N.C.O's.

I.—WAR EQUIPMENT.

War Equipment consists of the peace equipment in possession of the unit supplemented by mobilization equipment supplied by the Army Ordnance Department or from local sources. Three lists are required in duplicate, one copy to be handed to the Quartermaster on mobilization.

(1) A list showing the peace equipment on charge of the battalion. Army Form G. 1099-23 will be used for this purpose. It will be completed to show the quantity of arms and sets of accoutrements in possession.

(2) A list showing the mobilization equipment to be provided by

the Army Ordnance Department and when it will be forwarded to the Headquarters of the battalion on mobilization (*vide* Regulations for Mobilization, 1912, paras. 31 and 317; also Equipment Regulations, Part III, para. 214).

(3) A list showing the mobilization equipment to be provided by the County Association; and the arrangements which have been made to collect these articles on mobilization.

Arrangements for most of the necessary tools can be made with the local authorities; and, as regards the rest of the equipment required, standing agreements can usually be made with local firms to supply the same on mobilization. In several cases County Associations have already delegated these powers to commanding officers, realizing that they are unable to supply these articles themselves.

II.—ARRANGEMENTS FOR CALLING UP OFFICERS AND MEN.

(1) The notices to join on mobilization (Army Form E. 635) for officers and men, and addressed envelopes (Army Form D. 419), are prepared and kept in readiness. All addresses of officers, N.C.O's. and men are kept at Headquarters; as well as a list of telephone call numbers.

(2) *As it is most important that there should not be a rush of men to Headquarters* prior to all arrangements for their reception having been made, it is considered advisable to call up *on the First Day of Mobilization* all officers, the Special Service Section, and only such of the N.C.O's. and men as are absolutely required; and on the *second day* the bulk of the N.C.O's. and men at the following hours:—

"A" Company	at 10 a.m.	"E" Company	at 3 p.m.
"B" ,,	,, 11 ,,	"F" ,,	,, 4 ,,
"C" ,,	,, noon.	"G" ,,	,, 5 ,,
"D" ,,	,, 1 p.m.	"H" ,,	,, 6 ,,

(3) The officers, N.C.O's. and parties of men who will be required to parade at Headquarters on the first day of embodiment are as follows:—

At noon. (*a*) All officers. (*b*) Horse buyer and veterinary surgeon.

At 12.30 *p.m.* (*a*) Quartermaster-Sergeant. (*b*) Sergeant Drummer. (*c*) Transport Sergeant. (*d*) Sergeant Cook. (*e*) Sergeant Shoemaker. (*f*) Pioneer Sergeant. (*g*) Signalling Sergeant. (*h*) Orderly Room Clerk. (*i*) Sergeant Tailor.

At 12.30 *p.m.* (*a*) No. 1 Horse and Wagon Party. (*b*) Cyclist Section. (*c*) Quartermaster's Party. (*d*) Headquarter Staff Party (if necessary). (*e*) Battalion Cooks. (*f*) Special Service Section (if any).[2]

[2] Letters calling these individuals and parties up will, in accordance with this scheme, be found all ready completed for posting in bundle of letters marked "Day previous to Mobilization."

III.—KIT OF OFFICERS, N.C.O'S. AND MEN.

The following printed on a card will be forwarded (with Army Form E. 635) on mobilization to each N.C.O. and man :—

(On the reverse of the card should be printed a small map showing the position of the billets with reference to the Headquarters of the battalion or of the company, and also positions of post offices and such shops as might be found useful on mobilization.)

(1) *Punctuality.*—It is of the utmost importance that every officer, N.C.O. and man should parade at Headquarters at the exact time, *to the minute*, mentioned on Army Form E. 635. By doing so he will most materially aid the general mobilization of the battalion. This is every man's first and *most important duty.*

(2) *Absentees through sickness.*—Men too ill to report themselves at Headquarters on Mobilization, are to notify the Adjutant by return of post of the fact, and subsequently forward a medical certificate to the Adjutant as a voucher.

(3) *Kit in the possession of the men* :—Service dress : jacket, knickerbockers or trousers, and cap ; pair of puttees, great coat ; waist-belt and two ammunition pouches ; bandolier with five ammunition pouches (this is for the leather equipment); haversack ; water-bottle ; bayonet and scabbard ; rifle ; entrenching tool (if carried).

(4) *Clothing and necessaries to be brought by each man in his kit bag.* Second suit of uniform ; one pair of drawers ; fork, knife and spoon ; tooth brush, shaving brush, comb, razor and case ; spare bootlaces ; housewife ; towel and soap ; clasp knife ; flannel shirt ; one pair of socks.

(5) *Food.*—Each man should bring with him to Headquarters sufficient bread and cooked meat to last for 24 hours.

(6) *Officers' kits.*—Officers' kits are not to exceed 35 lbs. in weight. Officers should bring with them the various articles mentioned under Section 47 (p. 177) of the Field Service Pocket Book.

NOTE.—If the unit is permanently allotted to garrison duties officers are allowed 100 lbs. (Regulations for Mobilization, para. 33.)

IV.—CONDUCT OF INDIVIDUALS UNTIL BILLETED.

(1) Officers will parade at noon, on the 1st Day of Mobilization,[3] and will receive written instructions from the Adjutant for taking over billets for their men. From this time on all billeting arrangements may with advantage be placed, in the present scheme, under the two field officers.

[3] The 1st Day of Mobilization is, unless otherwise ordered, the day following that on which the order to mobilize is issued from the War Office.

PUBLIC LIBRARY OF VICTORIA

(2) All men who are ordered to join at Headquarters on the 1st Day of Mobilization, will parade in the drill hall at 12.30 p.m. and take their orders direct from the Quartermaster.

(3) All officers, N.C.O's. and men joining on the 1st Day of Mobilization will parade for medical inspection: officers at 12.15 p.m., N.C.O's. and men at 12.45 p.m. The Medical Officer will, throughout mobilization, use the small canteen room as his office.

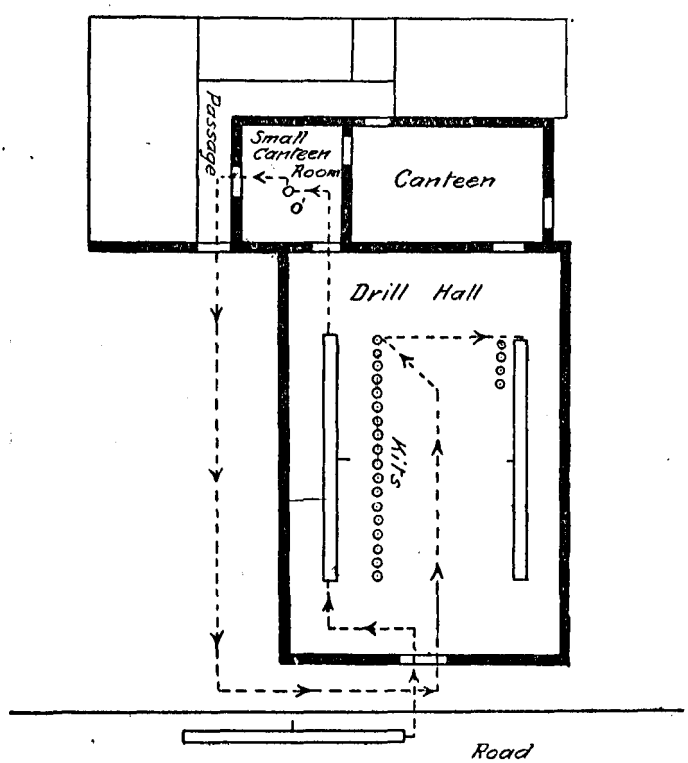
(4) Every officer or N.C.O. specially detailed to carry out a certain duty, will, on having satisfactorily completed this duty, report the fact to the Adjutant, or in his absence to the Sergeant-Major, in the orderly room.

(5) All N.C.O's. and men ordered to join at Headquarters on the 2nd Day of Mobilization will proceed as follows:—

Companies will parade in the Drill Hall:

"A" Company	at 10 a.m.	"E" Company	at 3 p.m.
"B" „	„ 11 „	"F" „	„ 4 „
"C" „	„ noon.	"G" „	„ 5 „
"D" „	„ 1 p.m.	"H" „	„ 6 „

PLAN OF BATTALION HEADQUARTERS.



Men who arrive before the hour will wait in the large canteen room.

At five minutes to the hour captains will parade their companies in the road opposite the main entrance, will march their men into the Drill Hall, and will halt them close to the left-hand wall facing the right-hand wall[4]; kit bags will be placed in a row, two paces in front of the front rank.

This done, men will be marched one by one into the medical inspection room (small canteen room) and after examination will pass out of door leading into passage and re-enter the Drill Hall by the main entrance. They will then take their kit bags and fall in with their backs close to the right-hand wall of the Drill Hall, in similar order to that in which they were originally on the left-hand[4] side of the hall.

When each company has been inspected the captain will march his men *direct* to their billets.[5]

(6) On arriving at their billets, men will be told off to their rooms in accordance with the lists pasted on the doors on the previous day by the officers commanding companies, and Billeting Orders will be read out to the men based on the following instructions, handed to the two field officers:—

CONDUCT OF TROOPS IN BILLETS A AND B.
BY LIEUT.-COLONEL ————

Headquarters, ——
Date.....

1. A Council School will constitute No. 1 Billet.
   B Council School will constitute No. 2 Billet.
2. The Senior Major will take over charge of No. 1 Billet, the Junior Major of No. 2. These officers will be responsible for the discipline and welfare of the troops in their billets.
3. They will on taking over their billets issue Standing Orders dealing with the following points:—
   (i) No man, unless warned for duty, is to leave his billet without a pass signed by the officer commanding his company.[6]
   (ii) A full pail of water is to be kept in every room in case of fire.
   (iii) A party of 20 men will be told off at each billet to act as fire picquet throughout the occupation of the billets.
   (iv) Alarm posts are to be defined. The nearest fire alarm

[4] Left hand or right hand when looking away from the main entrance.

[5] These movements should be frequently practised, so that all can execute them promptly, and so commence mobilization clear of any friction or delay. In the case of detachments, arrangements should be made with the local doctor to carry out this medical inspection.

[6] This would generally only apply to thickly populated districts.

noted, and the address of the nearest telephone (unless meanwhile one has been fixed at the billet).

(v) A guard will be mounted daily and a sentry posted over the main entrance; other entrances will be locked.

4. Besides Standing Orders, officers commanding billets will, on receiving Battalion Orders, issue Daily Orders for their billets, and will furnish a progress report each evening to the orderly room.

5. A postman should be appointed and the postal hours notified to all ranks.

6. The Medical Officer will daily visit No. 1 Billet at 7 a.m., No. 2 Billet at 8 a.m., and Headquarters at 9 a.m. All sick should be reported to him at these hours.

V.—MEDICAL ARRANGEMENTS.

1. During mobilization, the small canteen room will be used as an office by the Medical Officer.

2. Two N.C.O's. have been told off to act as clerks to the Medical Officer during mobilization.

3. The Medical Officer of the battalion will report himself to the Adjutant at noon on the 1st Day of Mobilization.

4. On the 1st Day of Mobilization he will inspect all officers at 12.15 p.m., and such N.C.O's. and men as attend on the 1st Day at 12.45 p.m.

5. On the 2nd Day of Mobilization he will examine company by company all N.C.O's. and men between the hours of 10 a.m. and 2 p.m., and 3 p.m. and 7 p.m.

6. The procedure will be as follows:—Each man as he enters the Medical Officer's room will be examined by the Medical Officer, or his assistant,[7] who will pronounce him—

(i) "Fit for Service;"
or (ii) "Temporarily Unfit;"
or (iii) "Unfit for Service."

The Medical Officer's clerk will enter each man's name on a roll similar to the one below, and on the completion of the examination will mark up "F" if fit for service, "T" if temporarily unfit, and "U" if unfit for service, in their respective columns opposite the man's name.

All men once examined will return to their companies.

The above roll will be made out in duplicate.

On completion of each company's examination the duplicate copy will be handed to the captain of the company, who will fall out, under a N.C.O., all such men as have a "U" against their names. These unfit men will be marched to the Quartermaster's store room and will hand in their arms and equipment and such articles of uniform as they are able to. They will then be ordered to return to their homes and

[7] A civilian surgeon or doctor.

bring in at noon on the 3rd Day of Mobilization any remaining articles of uniform or equipment. These being handed in, they will be discharged.

7. "Temporarily Unfit" men will proceed to their billets with those marked fit, unless specially ordered by the Medical Officer to return to their homes (in which case he will note this in the column of remarks). They will be handed over to the Officer Commanding the Depôt at noon on the 4th Day of Mobilization.

8. Men too ill to report themselves on mobilization will notify the Adjutant by return of post of this fact, and subsequently forward a medical certificate as a voucher.

9. The Medical Officer in charge of the battalion will daily inspect all places used as billets at the following hours, and will render his report to the Orderly Room by 9.30 a.m.:—A School, 7 a.m.; B School, 8 a.m.; Headquarters, 9 a.m.

10. Men reporting sick will be seen by the Medical Officer in the A School Billets at 7 a.m., and in the B School at 8 a.m.

11. Medical Officer's clerks: Sergeant ....., Lance-Corporal.....

MEDICAL INSPECTION REPORT.

Company. Date

No.	Rank.	Name	(i) Fit for Service.	(ii) Temporarily Unfit.	(iii) Unfit for Service.	Remarks.

(Signed)_____
Medical Officer in Charge.

VI.—BILLETS AT PLACE OF MOBILIZATION.

(1) Arrangements for accommodation by billeting have been prepared (*see* Schedule of Billeting Accommodation, page 13) for the whole battalion at full strength; as well as stabling and yard accommodation for the horses and wagons.[8]

(2) On receiving the order to mobilize a billeting requisition (Army Form B. 2084) will be issued from the Command Headquarters to the Chief Officer of Police for———, who will complete Army Form B. 55, and serve it on the school authorities, the form being amended in accordance with the footnote on the front of the form.

[8] These billeting arrangements must be approved of by the Headquarters of the Command. Wherever suitable accommodation for horses cannot be found in stables, picketing in the open must be resorted to.

The Adjutant will inform the local police that the accommodation will be required on the following day at 1 p.m.

(3) On the 1st Day of Mobilization, the captains of companies, after having passed the Medical Officer, will proceed to the orderly room and there receive a roll of the men belonging to their company,[9] and as many of the attached forms as they require. "A," "B," "C," "D" Companies and the Regimental Machine Gun Officer will proceed with the Senior Major to A School; "E," "F," "G," "H," and the Communication Officer, Transport Officer and Sergeant Drummer, will proceed under the Junior Major to the B School, and to the stables of Messrs. T——— in ——— Street, and take over billets.

(4) Each school will accommodate 500 men. The two majors will apportion out the billets, and according to the number of men told off to each room will the captain of their company enter their names on the room lists, and paste these on the doors. Sections should, if possible, not be broken up, and each room must have a N.C.O. in charge of it.

(5) The billets having been satisfactorily taken over, the two majors will hand into the orderly room a report of the same, by 6 p.m.

"A" COMPANY.

No......*Room.* *No.*.....*Section.*

.....*in charge.*

1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		

[9] It is better to make these rolls out for officers commanding companies than to trust to their bringing them.

SCHEDULE OF BILLETING ACCOMMODATION.

1.	2.	3.	4.	5. Accommodation available.			6.	7. Sanitary Arrangements.		8.	9.	10. Proposed allotment.				11.
Place.	Name of building.	Nature of building (*i.e.*, School Storehouse, Factory, &c.).	Approximate dimensions and construction (*i.e.*, whether brick, wood, &c.).	Office.	Men.	Horses.	Name of authority from whom the building can be obtained.	Existing.	Required in addition.	Cooking facilities and for what number.	Water supply arrangements.	Unit.	Officers.	Men.	Horses.	Remarks.

VII.—DAILY MOBILIZATION DIARY.

Day previous to Mobilization.

The duties on the Day Previous to Mobilization will consist in issuing notices and all letters, and the orders for the 1st Day of Mobilization. These duties are laid down in Sections XXVIII and XXIX of these Instructions.

First Day of Mobilization.

8.0 a.m.—noon ..	Orderly room.
Noon	All officers parade at Headquarters. Hand over administrative duties to Quartermaster.[10] Issue orders to Medical Officer *re* medical inspection.
12.15 p.m.	Officers medically examined.
12.30 p.m.	Issue to two majors orders *re* billeting. 1st Day parties to report themselves.
12.45 p.m.	1st Day parties to be medically examined. Boots of 1st Day parties examined.
1.45 p.m.	Bread and cheese ration issued to all ranks.
2. 0 p.m.	Despatch No. 1 Wagon party.
2. 0—4.0 p.m. ..	Quartermaster to make out his indents for rations.
4. 0 p.m.	No. 1 Wagon party return. Hand over two carts to the Quartermaster and two to the Transport Officer.
6. 0 p.m.	Inform General Officer in Charge of Administration———Command of number of horses which will be required. Indent on paymaster for money. Receive reports from two majors, Medical Officer and Sergeant Shoemaker. Report to Brigade Commander progress of mobilization. Issue orders for next day.
10. 0 p.m.	Quartermaster to report progress of rationing.

Second Day of Mobilization.

9. 0 a.m.	Orderly room. Quartermaster to obtain and distribute articles laid down in Equipment List No. 3.
10. 0 a.m.	"A" Company parade.
11. 0 a.m.	"B" „ „

[10] Directly mobilization is ordered, the Adjutant, being the only officer on the spot, will at once take over all duties until such time as he is able to hand them over to those concerned.

Noon	"C" Company parade. Nos. 1, 2, 3 and 4 Horse and Wagon parties parade.
1. 0 p.m.	"D" Company parade.
3. 0 p.m.	"E" " "
4. 0 p.m.	"F" Company parade. Nos. 2 and 4 Horse and Wagon parties parade.
5. 0 p.m.	"G" Company parade.
6. 0 p.m.	"H" Company parade. Telephone or wire Brigade Commander for instructions *re* personnel. Report the disposal of unfit men to the County Association. Render to the War Office a list of regimental officers with the addresses of their next-of-kin. Report progress of mobilization to Brigade Commander. Issue next day's orders.
10. 0 p.m.	Two majors, Quartermaster, Transport, Machine Gun, and Communication Officers to report progress of their duties. Medical Officer to hand in medical report. Company commanders to hand in report on men's boots and equipment.

Third Day of Mobilization.

7. 0—8. 0 a.m. ..	Medical inspection.
9. 0 a.m.	Orderly room. Adjutant to take over Quartermaster's duties. Quartermaster and party to proceed to War Station.
10. 0 a.m.	Issue to companies: (*a*) Pay books. (*b*) Service ammunition. (*c*) Identity discs. (*d*) Army Forms O. 1796 and D. 418. Carry out promotions and appointments. Communicate with Stationmaster *re* entrainment to War Station. (*See* Section XVI.)
Noon	Discharge men medically unfit.
6. 0 p.m.	Report to Brigade Commander progress of mobilization. Issue orders for Fourth Day. Receive reports of officers commanding companies *re* issue of ammunition, and also progress of their pay lists; Army Forms O. 1796 and D. 418.
10. 0 p.m.	Two majors to report progress of duties.

Fourth Day of Mobilization.

7. 0—8. 0 a.m. ..	Medical inspection.
9. 0 a.m.	Orderly room. Issue pay to officers commanding companies.
10. 0 a.m.	Sergeant Instructor G. to issue equipment to officers commanding companies.
11. 0 a.m.	Complete train arrangements.
Noon	Hand over duties to officer commanding Depôt. Forward Army Forms D. 418 and O. 1796 to accountant. Fit harness and shoe horses. Medical Officer to issue field dressings to officers commanding companies.
6. 0 p.m.	Report to Brigade Commander mobilization completed, mentioning details to be left behind :— (i) " Fit " for service, if any. (ii) " Temporarily Unfit." (*a*) Owing to insufficient training. (*b*) Owing to being under age. (*c*) Owing to being medically unfit. Issue orders for Fifth Day.
10. 0 p.m.	Two majors to report progress of duties.

Fifth Day of Mobilization.

Proceed to War Station. Billet at War Station.

VIII.—DAILY MOBILIZATION ORDERS.[11]

ORDERS, 1ST DAY OF MOBILIZATION.

BY LIEUT.-COLONEL ———.

Headquarters, ——

Date.....

1. *Detail.*—Captain of the day——. Next for duty——. Orderly officer——. Next for duty——.

Meals: A bread and cheese ration will be served out to all ranks in the canteen at 1.45 p.m. Teas in the canteen at 7 p.m.

2. *Parades.*—All officers will parade at Headquarters at noon.

First Day parties will parade at Headquarters at 12.30 p.m.

No. 1 Wagon and Horse party will again parade at 2 p.m.

3. *Medical Inspection.*—All officers will be medically inspected at 12.15 p.m.

All 1st Day parties will be medically inspected at 12.45 p.m. Medical inspection reports to be handed in to the orderly room at 6.0 p.m.

[11] These orders should be sent out to all officers and men parading on the first day with their Army Forms E. 635.

4. *Boots and Clothing.*—During the medical inspection, the boots and clothing of all ranks will be inspected by officers commanding companies, accompanied by the Sergeant Tailor and Sergeant Shoemaker, and a return rendered to the Adjutant by 6 p.m. showing deficiencies and the size or number of boots required.

5. *Billets.*—No. 1 Billet, A School, will be under the charge of the Senior Major. No. 2 Billet, B School, as well as Messrs. T———'s stables, will be under the charge of the Junior Major.

6. *Reports.*—Every officer, N.C.O. and man detailed to carry out a special duty is on the completion of the same to report to the orderly room, without delay, whether that duty has been carried out.

(Signed)

Adjutant.

ORDERS, 2ND DAY OF MOBILIZATION.
BY LIEUT.-COLONEL ———.

Headquarters, ——
Date.....

1. *Detail.*—Captain of the day——. Next for duty——. Orderly Officer——. Next for duty——.

Meals: "First Day Party" breakfasts, 7 a.m.; dinners, 1 p.m.; teas for the whole battalion:—

No. 1 Billet. "A," "B," "C," "D" Companies, 5 p.m.

No. 2 Billet. "E," "F," "G," "H" Companies, 8 p.m.

First post 9.30. Last post 10 p.m. Lights out 10.15 p.m.

2. *Orderly Room.*—Orderly room will be held at 9 a.m. All officers are to attend.

3. *Parades.*—All N.C.O's. and men ordered to join at Headquarters on the Second day of Mobilization will proceed as follows:—

"A" Company will parade in the Drill Hall at 10 a.m., "B" at 11 a.m., "C" at noon, "D" at 1 p.m., "E" at 3 p.m., "F" at 4 p.m., "G" at 5 p.m., "H" at 6 p.m.

Men who arrive before the hour will wait in the large canteen room.

At five minutes to the hour captains will parade their companies in the road opposite the main entrance, will march their men into the Drill Hall, and will halt them close to the left-hand wall facing the right-hand wall;[12] kit bags will be placed in a row two paces in front of the front rank.

This done, men will be marched one by one into the medical inspection room, and after examination will pass out by the door leading into passage, and re-enter the Drill Hall by the main entrance. They will then take their kit bags and fall in with their backs close to the right-hand wall of the Drill Hall, in similar order to that in which they were originally on the left-hand side.

4. *Medical Inspection.*—Medical inspection rolls are to be made

[12] Right hand or left hand when looking away from the main entrance.

out in duplicate, one copy to be retained by officers commanding companies and the other rendered by the Medical Officer to the orderly room by 10.0 p.m. All men permanently unfit for service under heading (iii) of the Medical Officer's report form are to be relieved of their arms and equipment and sent back to their homes; these men are to be ordered to parade at Headquarters *at noon* on the 3rd Day of Mobilization with all regimental clothing and equipment, when they will be discharged.

5. *Boots and Clothing.*—During the medical inspection, the boots and clothing of all ranks will be inspected by officers commanding companies and a return rendered to the Adjutant by 10 p.m. showing deficiencies and the size of boots required.

6. *Billets.*—The medical inspection completed, men will be marched to their billets, and will be told off to rooms according to door lists. Billeting and Fire Orders will be read to them, and the alarm post pointed out. No. 1 Billet: "A," "B," "C," "D" Companies. No. 2 Billet: "E," "F," "G," "H" Companies.

7. *Blankets.*—Blankets will be drawn by companies from the Quartermaster's store room at each billet, immediately after taking over billets.

8. *Horse and Wagon Parties.*—Nos. 1, 2, 3 and 4 Horse and Wagon parties will parade at noon, and Nos. 2 and 4 again at 4 p.m. All horses and carts will be taken to Messrs. T———'s stables and handed over to the Transport Officer.

9. *Reports.*—The two Majors, Quartermaster and Transport Officer will report at 10 p.m. to the Commanding Officer the progress of their duties.

(Signed)

Adjutant.

ORDERS, 3RD DAY OF MOBILIZATION.
BY LIEUT.-COLONEL ———.

Headquarters, ——
Date.....

1. *Detail.*—Captain of the day——. Next for duty——. Orderly Officer——. Next for duty——.

From this day onwards reveillé will be at 5 a.m.; first post, 9.30 p.m.; last post, 10 p.m.; lights out, 10.15 p.m. Breakfasts will be at 6.30 a.m.; dinners at 1 p.m.; teas at 4.30 p.m.

2. *Medical Inspection.*—No. 1 Billet at 7 a.m., No. 2 Billet at 8 a.m.

3. *Orderly Room.*—Orderly room will be held at 9 a.m.

4. *Pay Books, S.A.A., and Identity Discs.*—Officers commanding companies will detail a party to parade at Headquarters at 10 a.m. to draw pay books, small-arm ammunition, identity discs and Army Forms O. 1796 and D. 418.

5. *Pay Lists.*—Pay lists (Army Forms O. 1796 and D. 418) are to be completed and handed into the orderly room by 6 p.m.[13]

[13] These to be made out under guidance of a permanent staff sergeant.

6. *Discharges.*—Men medically unfit for further service will be paraded at Headquarters at noon and will receive their discharge.

7. *War Station Party.*—The War Station party will parade at Headquarters at....under..... and proceed to .....

8. *Reports.*—The reports of the two majors as to general duties of their billets will be handed in to the orderly room at 10 p.m.

(Signed)

Adjutant.

ORDERS, 4TH DAY OF MOBILIZATION.
BY LIEUT.-COLONEL ———.

Headquarters, ——
Date.....

1. *Detail.*—Captain of the day——. Next for duty——. Orderly Officer——. Next for duty ——.

2. *Medical Inspection.*—No. 1 Billet at 7 a.m., No. 2 Billet at 8 a.m.

3. *Orderly Room.*—Orderly room will be held at 9 a.m.

4. *Field Dressings.*—Field dressings will be issued by the Medical Officer to companies at noon.

5. *Pay.*—Pay will be issued by the Adjutant at 10 a.m.

6. *Clothing, &c.*—Clothing and equipment required to replace unserviceable articles will be issued by Sergeant Instructor G—— at 11 a.m.

7. *Shoeing.*—All horses which require shoeing will be paraded by the Transport Officer at Messrs. T———'s stables at 8 a.m.

8. *Reports.*—Reports as to completion of mobilization are to be handed into the orderly room by 6 p.m.

(Signed)

Adjutant.

IX.—ARRANGEMENTS FOR OBTAINING HORSES AND WAGONS.

(1) A detailed list of horses, carts and wagons in the area allotted this battalion by the ——— Territorial Association is kept in the Mobilization Book at Headquarters.[14] From it is extracted the attached schedule, on which will be shown in black ink the actual numbers required on mobilization, and in red ink the 50 per cent. extra to the establishment.

(2) Horses and wagons parties have been detailed (*see* Section XIII of these Instructions) to requisition all necessary transport.

(3) Should the County Association buyer and veterinary surgeon fail to report themselves at Headquarters on the morning of the First Day, receipts will be given to the owners for horses and vehicles requisitioned, as vouchers to be held until payment can be made. (Regulations for Mobilization, 1912, Section 297.)

[14] A guard report book may be used, in which all correspondence is inserted.

DETAIL OF HORSES AND VEHICLES REQUIRED BY A TERRITORIAL INFANTRY BATTALION ON MOBILIZATION.

(To be Impressed and Collected from the Stables indicated.)

Address of Owner.	Name of Owner.	Horses.				Vehicles.				Water Carts.		Remarks.
						Two-wheeled.		Four-wheeled.				
		Heavy Draught.	Light Draught.	Saddle.	Ponies.	5–10 cwt.	10 cwt. and over.	15–25 cwt.	25 cwt. and over.	Number.	Capacity.	

X.—ARRANGEMENTS FOR FEEDING MEN AND HORSES.

(1) The particular method of feeding men and animals will depend on the orders issued by the General Officer Commanding-in-Chief on mobilization. (Regulations for Mobilization, 1912, Para. 300.) It may be either:—

(*a*) By the provision of money in lieu of regimental supplies.

(*b*) By the men being accommodated at their homes.

(*c*) By the men being accommodated in billets at the lodging rate.

Paragraph 300 of the Regulations for Mobilization, 1912, makes it quite clear that the General Officer Commanding-in-Chief is to "arrange for the issue of provisions, fuel and light for consumption on the first and subsequent days of mobilization, either in kind, or by means of a money allowance in lieu."[15] As Territorial infantry units will depend for the delivery of their rations and forage on the Territorial Army Service Corps companies, which in all probability will take longer to mobilize than they will themselves, it is manifestly impossible that the General Officer Commanding-in-Chief will be able to issue rations and forage in kind if, as would normally be the case, the First Day of Mobilization coincides with the First Day of Embodiment. This being so, it is considered advisable to supplement the above means by making local arrangements as to supply, a step which would in any case prove most useful should the General Officer Commanding-in-Chief issue a money allowance in lieu of rations, as he would be almost compelled to do until the Army Service Corps companies were in working order. (*See* Regulations for Mobilization, Sections 36, 84.)

(2) The Quartermaster has been ordered, in the event of mobilization, to prepare for the feeding of men and animals, drawing all

[15] Before any regimental instructions can be issued as to the methods of obtaining supplies for daily issue to units, it is necessary to know what arrangements have been made at the Headquarters of Commands in order to obviate the error of two officers buying for the same unit. In cases where several units mobilize in the same district, provision should be made to guard against all units placing reliance on the same firm for what they require.

The following points must be known before action to buy locally is taken:—

(*a*) Is ration allowance to be issued? If so, for how many days and up to what amount? Is the allowance to be credited in bulk to the officer commanding unit and expended under orders to be issued by him, or is it to be credited to each man in his pay account, and paid out to him so that he may arrange for his own subsistence?

(*b*) Have arrangements been made for the supply details of transport and supply columns to be responsible for the purchase and distribution of supplies to the units of formations to which they belong? If so, from what day?

(*c*) Has responsibility for feeding Territorial units on mobilization been delegated to supply officers of the sub-districts within which mobilization takes place?

necessary supplies from local sources and paying money or presenting drafts for the same.

(3) The procedure will be as follows:—

(*a*) All officers, N.C.O's. and men will on mobilization bring with them sufficient food to last for 24 hours. This will be supplemented on the 1st Day of Mobilization by a meal provided in the evening by the canteen.

(*b*) The Master Cook and all the battalion cooks will parade at Headquarters at 12.30 p.m. on the 1st Day of Embodiment and report to the Quartermaster; they will draw the necessary tools and proceed to A School and B School and construct field kitchens in the playgrounds. To facilitate their work Messrs. G———, of ———, will deliver on the morning of the First Day, at each of the above schools, a load of bricks and a load of clay.

(*c*) The 1st Horse and Wagon party will parade at Headquarters on the First Day at 12.30 p.m., the officer in charge reporting his party present to the Adjutant and then placing himself under the directions of the Quartermaster. No. 1 Wagon party will proceed to take over four wagons and eight draught horses complete from the source ordered by Command Headquarters (the source varies in different stations).[16] This completed, horses and wagons will be driven to Headquarters; two will be handed over to the Quartermaster for immediate use and two to the Transport Officer.

(*d*) The Quartermaster will meanwhile compile the required lists of rations and forage.

(*e*) He will, on the arrival of his two wagons, take over the same, buy food and forage for the 2nd Day of Mobilization, and convey it to the two billets.

(*f*) At the same time he will make all possible arrangements with local tradesmen for a daily delivery of food and forage on the 3rd, 4th, and 5th Days of Mobilization.

(4) Rations and forage will be obtained locally from the following tradesmen. (*See* Section XXVI of these Instructions.)

(5) All officers will mess at the ——— Hotel.

XI.—NOMINAL ROLL OF MEN FOR THE SPECIAL SERVICE SECTION.

(Insert here roll, if any.)

XII.—NOMINAL ROLL OF DIVISIONAL AND BRIGADE DETAILS.

(Insert here roll of batmen, signallers, &c.)

[16] Under a requisition of emergency. (*See* Army Act, Section 115.) In this case the source is represented by Mr. B. of——— (*See* Section XIII of these Instructions.)

XIII.—HORSE AND WAGON AND EQUIPMENT PARTIES.

(1) There will be four horse and wagon parties; these will be under the command of the Regimental Transport Officer.

No. 1 will parade at 12.30 p.m. on 1st Day of Mobilization.
No. 1 ,, ,, ,, noon ,, 2nd ,, ,,
No. 2 ,, ,, ,, ,, ,, ,, ,, ,,
No. 3 ,, ,, ,, ,, ,, ,, ,, ,,
No. 4 ,, ,, ,, ,, ,, ,, ,, ,,
No. 2 and No. 4 will parade again at 4 p.m. on 2nd Day of Mobilization.

Transport (usually complete turnouts) and other horses required by the unit will be obtained from such sources as the Command Headquarters may have arranged. It may be necessary for units to collect them from the owners, accompanying the officer or gentleman authorized to impress them, or merely to take them over at some point. The following orders are based on the assumption that units collect the impressed horses and wagons from owners' premises:—

(2) On completion of their duties horse and wagon parties will return to their companies.

(3) *No.* 1 *Horse and Wagon Party.*—1st Day of Mobilization: Lieutenant C., Sergeant A., Privates B., F., L. will proceed to Mr. B., of ———, and obtain eight heavy draught horses and four four-wheeled carts.

(4) *No.* 1 *Horse and Wagon Party.*—2nd Day of Mobilization: will proceed to Mr. M., of ———, and obtain eight light draught horses and eight two-wheeled carts.

(5) *No.* 2 *Horse and Wagon Party.*—2nd Day of Mobilization: Lieutenant H., Sergeant C., Corporal F., &c., &c. (*a*) will proceed to Messrs. W. ———, of ———, and obtain 14 heavy draught horses. (*b*) will proceed to Messrs. P. ———, of ———, and obtain six light draught horses.

(6) *No.* 3 *Horse and Wagon Party.*—2nd Day of Mobilization: Lieutenant D., Sergeant G., Private P., &c., (*a*) will proceed to Messrs. R. ———, of ———, and obtain six saddle horses; (*b*) to Messrs. D. ———, of ———, and obtain two saddle horses; (*c*) to Messrs. H. ———, of ———, and obtain two saddle horses.

(7) *No.* 4 *Horse and Wagon Party.*—2nd Day of Mobilization: Lieutenant O., Sergeant A., Private H., &c., &c. (*a*) will proceed to Messrs. S. ———, of ———, and obtain two heavy draught horses; (*b*) to Urban District Council of ——— and obtain two 350-gallon water carts; (*c*) to Messrs. E. ———, of ———, and obtain 12 light draught horses.

(8) *Headquarter Staff Party* (if necessary).—The following party will parade at Headquarters at 12.30 p.m., on 1st Day of Mobilization and report to the Quartermaster.

(Insert here roll of party.)

XIV.—ADVANCED PARTY FOR WAR STATION.

The following party will proceed on 3rd or 4th Day of Mobilization to the War Station and take over the necessary accommodation for the battalion :—

Lieutenant H., Lieutenant and Quartermaster C. and 25 N.C.O's. and men. One sergeant and one man from each company to be detailed by officers commanding companies. These to bring with them rolls of their companies and door lists.

XV.—DETAIL OF DEPÔT.

(1) The Depôt will consist of: 1 officer in charge; 1 permanent staff N.C.O.; 1 Territorial N.C.O. and 8 men; and 1 officer, and 9 N.C.O's. and men per 100 still to join.[17]

(2) Captain E. (Officer Commanding), Sergeant Instructor G. (Acting Sergeant-Major), Sergeant R. (Acting Quartermaster-Sergeant). 1, 2, 3, 4, 5, 6, 7, 8, temporarily unfit.

(3) The 1 officer, 9 N.C.O's. and men per 100 still to join will be selected from those " temporarily unfit."

(4) *Duties of Officer Commanding Depôt.* (*See* Section XXIX of these Instructions.)

(5) *Administration of the Depôt.*—The Officer Commanding the Depôt will take over Headquarters on the 4th Day of Mobilization. His permanent staff sergeant will become Acting Sergeant-Major, and one of his Territorial sergeants Acting Quartermaster-Sergeant.

The Officer Commanding the Depôt will be held responsible for all under him, and his particular duty will be the training of recruits.[18]

The Acting Sergeant-Major will carry out pay and clerical work and generally assist him.

The Acting Quartermaster-Sergeant, will deal with clothing, equipping, arming and feeding the Depôt.

XVI.—TRAIN ACCOMMODATION TO WAR STATION.

(1) If the battalion is at full establishment two trains will be required.

(2) The Officer Commanding the battalion will receive from the Brigade Major instructions as to the station of entrainment, the date and hours of departure of the trains and the hours at which the train loads must arrive at the station.

(As the movement of the battalion will probably be part of a large concentration by rail the trains must start at the times notified. Neither the Adjutant nor anyone else in the battalion is to send

[17] This is only a suggested composition of a depôt. The actual personnel will depend on divisional arrangements.

[18] This officer might with advantage be detailed to superintend the attestation of recruits throughout mobilization.

instructions to the railway officials, who receive them from higher authority. If no railway transport officer has been appointed for duty at the station then an officer of the battalion must be detailed to act as such and to get into communication with the station master.)

XVII.—BILLETING AT WAR STATION.

(Here insert a Schedule similar in form to that of the billets at the Peace Station.)

(1) Billeting accommodation has been arranged at the War Station in accordance with the attached Schedule.[19]

(2) The Quartermaster, 1 combatant officer, and 25 N.C.O's. and men will proceed to the War Station one full day, preferably two days, in advance of the battalion and arrange for the accommodation of the battalion.

(3) Rolls of the men's names will be pasted on the front doors of houses, as before.

(4) The Regimental Orders issued at Headquarter billets will be adapted to the local requirements of the War Station, and re-issued by officers commanding companies to their men.

One N.C.O. and one man from each company will be detailed to form part of the Quartermaster's War Station Party. These N.C.O's. will bring with them a roll of the men in their companies, as well as rolls to paste on the front doors of houses. As the Quartermaster tells off the various parties (numerically) to each house, the N.C.O. of the company in question, will fill up the rolls with the names of the men, keeping sections together as much as possible, and fix the rolls to the doors. They will make a note in which houses their companies are billeted, and on the arrival of their companies conduct them to their billets.

XVIII.—AMMUNITION.

(Here insert where ammunition comes from and how it will be obtained.)

XIX.—IDENTITY DISCS.

Identity discs are kept in readiness, stamped with the title of the unit, regimental number and religion of the man.

Officers are in possession of their own discs.

XX.—PAY BOOKS.

(1) All soldiers' pay books have been completed as far as possible. They will be issued to colour sergeants on the 3rd Day of Mobilization

[19] Similar to that under Section VI of these Instructions. It is understood here that divisional or brigade Headquarters have made all arrangements for billeting troops at their war stations, and that definite billeting areas have been allotted to definite units. It is with these areas that this Section deals.

with the company pay lists and Army Forms O. 1796. Immediately after issue colour-sergeants will commence completing these documents under the guidance of Sergeant Instructor C. of the Permanent Staff.

(2) Colour-sergeants will issue pay books to their companies; and each man is to carry his pay book in the pocket of his service-dress jacket.

XXI.—STATIONERY REQUIRED AT WAR STATION.

(All necessary forms, &c., are kept in the mobilization stationery box at Headquarters.)

XXII.—COLOURS.

(Insert here arrangements as to disposal of colours.)

XXIII.—MEDALS.

(Arrange to have medals sent to a bank, or left at men's homes.)

XXIV.—TELEGRAMS, REQUISITIONS AND INDENTS.

(Here insert copies of the various letters, requisitions, &c., which it will be required to dispatch on mobilization.)

XXV.—BOOTMAKERS AND TAILORS.

(1) Tailors: Sergeant Tailor, Sergeant C———. Assistant, Private H———.

(2) Bootmakers: Sergeant Shoemaker, Sergeant W———.

(3) The civilian tailors and bootmakers in this district would scarcely be of any use during the rush of a mobilization.[20] The following method is therefore suggested:—

(4) On mobilization company officers with the Sergeant Tailor and Sergeant Shoemaker will carefully inspect all clothing and boots on the 2nd Day of Mobilization, and hand a return to the Quartermaster, who will:

In accordance with Circular Memorandum No. 336 of 19. v., 1911, buy boots, &c., on mobilization, out of the grant of £5 5*s*. 0*d*. (Territorial Force Regulations, para. 614) paid to each man.

XXVI.—LOCAL TRADESMEN.

(Here insert list of tradesmen who can supply: equipment, coal, clay and bricks, meat, bread, milk and butter, vegetables, groceries and forage.)[21]

[20] This probably holds good for most districts.

[21] Before making any standing agreement with local tradesmen, it should be ascertained whether other Territorial units have done likewise, so as to obviate a shortage of supply on mobilization.

XXVII.—TRAINING AREAS.

(Insert here all the training areas in the neighbourhood.)

XXVIII.—DUTIES OF OFFICERS.

(1) Duties of Commanding Officer and Adjutant.

Day Previous to Mobilization.—(*a*) To put into operation arrangements made for calling up the officers and men.

(*b*) To order civil surgeons, horse buyer and veterinary surgeon to attend at Headquarters at noon on 1st Day.

(*c*) To request Mr. G———, of ———, to deliver at A and B Schools a load of bricks and a load of clay.

(*d*) To request Messrs. M———, of ———, to deliver two tons of coal and wood at each school.

(*e*) To request the Post Office to link up by telephone A and B Schools with the Battalion Headquarters.

(*f*) To order sufficient food for officers and men who will arrive at Headquarters on 1st Day of Mobilization.

(*g*) To notify tradesmen (selected by Quartermaster) that certain amounts (give rough estimate) of food and forage will be required by 4 p.m. on 1st Day.

(*h*) To notify the local tradesmen that certain articles will be required, enclose list of same, asking which they can supply and at what prices.[22]

(*i*) To notify ——— Magazine the address to which the regimental reserve ammunition is to be sent. (Regulations for Equipment, Section 220.)

(*j*) To notify ———, the Chief Officer of Police for ———, that billets will be taken over at 1 p.m. on 1st Day.

(*k*) To notify Messrs. T——— that stables will be taken over at 1 p.m. on 1st Day.

(*l*) To requisition Army Veterinary Department for Veterinary Equipment.

(*m*) To issue orders for 1st Day of Mobilization.

(*n*) To request ——— Water Company to send workmen to each of the Schools to fit a stand pipe for the use of cooks.

(*o*) To requisition blankets from Army Ordnance Department.

First Day of Mobilization.—(*a*) To issue orders to officers commanding companies *re* billeting their men, and to officers and N.C.O's. in charge of specialities.

(*b*) To hand over administrative duties to Quartermaster.

[22] Though under Section 300, Regulations for Mobilization, the General Officer Commanding-in-Chief is responsible for the provision of supplies, it is here assumed that he will allot a money allowance in lieu of kind (*vide* Section X of these Instructions).

PUBLIC LIBRARY OF VICTORIA

(*c*) To issue orders to Medical Officer *re* medical inspection of all ranks.

(*d*) To despatch No. 1 Horse and Wagon Party.

(*e*) To inform General Officer in charge of Administration, ——— Command, of the number of horses required, and from whom they will be bought or impressed.

(*f*) To indent for pay required.

(*g*) To report to Brigade Commander progress of mobilization.

(*h*) To issue orders for 2nd Day of Mobilization.

Second Day of Mobilization.—(*a*) To wire or telephone Brigade Commander for instructions *re* additional personnel referred to in Appendix 3, page 197, Territorial Force Regulations.

(*b*) To despatch all horse and wagon parties, and order them to bring horses and vehicles to Headquarters.

(*c*) To report progress of mobilization to Brigade Commander.

(*d*) To report the disposal of unfit men to the County Association.

(*e*) To render to the War Office a list of regimental officers with the addresses of their next-of-kin.

(*f*) To issue orders for 3rd Day of Mobilization.

Third Day of Mobilization.—(*a*) To order pay books to be completed by companies.

(*b*) To discharge men permanently unfit for service.

(*c*) To carry out promotions and appointments necessary on passing to War Establishment.

(*d*) To arrange entrainment of battalion to War Station.

(*e*) To arrange the issue of service ammunition to companies.

(*f*) To issue identity discs to companies.

(*g*) To move advanced party to War Station.

(*h*) To report to Brigade Commander progress of mobilization.

(*i*) To issue orders for 4th Day of Mobilization.

Fourth Day of Mobilization.—(*a*) To hand over documents to the Officer Commanding the Depôt.

(*b*) To forward Army Forms D. 418 and O. 1796 to the Accountant ———.

(*c*) To hand rolls of men temporarily unfit to the Officer Commanding the Depôt.

(*d*) To fit harness and shoe horses.

(*e*) To complete arrangements for entrainment.

(*f*) To report to Brigade Commander "Mobilization complete," or otherwise.

(*g*) To issue orders for move to War Station, or orders *re* training areas.

(2) Duties of the Two Majors.

To report themselves to the Adjutant at noon on the 1st Day of Mobilization.

1*st Day.*—(*a*) To take command of No. 1 and No. 2 billets.

(*b*) To hand billets over to the eight company commanders.

(*c*) To render a report by 6 p.m. that this duty has been completed.

Following Days.—(*a*) To be directly responsible for their billets.

(*b*) To issue daily orders for the same.

(*c*) To render a report each day at 10 p.m. stating what has been accomplished and what still remains to be done.

(3) Duties of the Quartermaster.

(*a*) To report himself to the Adjutant at noon on the 1st Day, and relieve him of the administrative duties of Quartermaster.

(*b*) To take over all returns dealing with equipment rations and issue of blankets.

1*st Day.*—To indent for rations or obtain them locally, and make arrangements for a daily delivery of same.

2*nd Day.*—To arrange for drawing articles laid down in Lists Nos. 2 and 3, and distribute the same.

3*rd Day.*—To hand over his duties temporarily to the Adjutant; and to proceed to the War Station to arrange for the accommodation of the battalion.

(4) Duties of the Company Officers.

(*a*) To report themselves to the Adjutant at noon on the 1st Day, and under the guidance of the two majors to take over billets for their men.

2*nd Day.*—(*a*) To parade their companies at the scheduled hours.

(*b*) To see their men medically inspected and collect rolls of "Fit for Service;" "Temporarily Unfit;" "Unfit for Service;" and to arrange for the discharge of such as are unfit for service (this to take place on the 3rd Day).

(*c*) To march their men to their billets, and make out a list of deficiencies of equipment and unserviceable boots and render the same that evening to the orderly room at 10.0 p.m.

(*d*) To read out billeting orders to their men and see that all understand them.

(*e*) To issue blankets to their companies.

3*rd Day.*—(*a*) To render to the orderly room pay lists completed and Army Forms O. 1796 and D. 418.

(*b*) To issue identity discs and pay books.

(*c*) To indent on Adjutant for pay.

(*d*) To issue ammunition to their companies.

4th Day.—(*a*) To hand over all documents and medals (if so ordered) to the Adjutant.

(*b*) To draw and issue any clothing and equipment required to complete.

(5) Duties of the Regimental Machine Gun Officer.

To report himself to the Adjutant at noon on 1st Day.

1st Day.—To take over billets for his section.

2nd Day.—To billet his men.

3rd Day.—(*a*) To render a return of gun deficiencies.

(*b*) To draw ammunition for his guns.

(6) Duties of the Regimental Communication Officer.

Besides carrying out the administrative duties described above :—

(*a*) To make a list of all deficiencies in signalling material, and render it to the orderly room on the 3rd Day.

(*b*) To detail daily one cyclist orderly to be on duty at each of the billets and two at Headquarters.

(7) Duties of the Regimental Transport Officer.

Besides carrying out the administrative duties described above :—

(*a*) To render on the 3rd Day a detailed list of the transport under his charge with a report as to its capacity for field work.

(*b*) To report himself every day at 7 a.m. to the Quartermaster for instructions.

(8) Duties of the Medical Officer.

To report himself to the Adjutant at noon on the 1st Day.

1st Day.—(*a*) To examine medically all officers, N.C.O's. and men who parade at Headquarters.

(*b*) To inspect the billets, and report on any sanitary alterations he may consider necessary.

2nd Day.—To examine all N.C.O's. and men.

Following Days.—To visit and inspect each billet daily: No. 1 at 7 a.m.; No. 2 at 8 a.m.

4th Day.—To take over charge of the stretcher bearers and issue field dressings at noon.[23]

(9) Duties of the President of the Officers' Mess.

To report himself to the Adjutant at noon on 1st Day.

1st Day.—(*a*) To take over officers' billets at ——— Hotel.

(*b*) To arrange for the messing of the officers during mobilization.

[23] Men who leave Headquarters prior to the 4th day, such as advanced parties, should receive their field dressing before they leave.

(10) DUTIES OF OFFICER TO COMMAND THE DEPÔT.

4th Day.—To take over the Depôt on the 4th Day.

Following Days.—(*a*) To arrange for the accommodation, feeding and training of the men left at the Depôt.

(*b*) To hand back to the ——— Urban District Council such billets as are no longer required, when the battalion has proceeded to its War Station, noting damages and deficiencies.

XXIX.—DUTIES OF N.C.O'S.

(1) *Sergeant Major.*—The Sergeant-Major is the Adjutant's assistant; he has no special duties; he will in every way assist the Adjutant (*see* " Duties of Adjutant ").

(2) *Sergeant Drummer.*—To report himself to the Adjutant at Headquarters at 12.30 p.m. on the 1st Day.

1st Day.—To take over from the Junior Major billets in the B. School for his drummers.

3rd Day.—To tell off the men under his charge into two parties: (*a*) stretcher bearers; (*b*) ammunition carriers.

4th Day.—To collect all drums and fifes and hand them over to the Officer Commanding the Depôt at Headquarters, retaining bugles only.

(3) *The Permanent Staff Sergeants.*—If not already at Headquarters the Permanent Staff sergeants will be at once wired for on the receipt of instructions to mobilize.

On the Day Previous to Mobilization they will assist the Adjutant in completing notices to join, letters and requisitions.

On subsequent days, Colour-Sergeant A. will deal with arms and ammunition, and will see to the issuing of the same. Colour-Sergeant G. will work under the Quartermaster and will see to the issuing of clothing and equipment. Colour-Sergeant C. will make it his special duty to deal with the company returns, pay, medical, &c., and the issuing of identity discs.

Briefly: company armament, company equipment, company returns, will each fall under the special duties of a sergeant instructor; whilst the Adjutant, Quartermaster, and Sergeant-Major will deal solely with battalion armament and equipment and returns.

FINAL CONSIDERATIONS.

The above completes the Instructions required to mobilize a battalion under the pre-supposed simple conditions; and it is hoped that these may prove a help in drawing up instructions of actual units. In doing so, let me again accentuate the fact that to trust in instructions alone is to court failure. That all instructions and orders must be prepared in such a manner as to allow of their being handed out to the

various recipients at a moment's notice, without elaboration, duplication, or copying. In fact, all things should be so arranged that if, on mobilization being ordered, the Adjutant were incapacitated, another officer could step into his shoes and find all in such perfect order that he could carry out the mobilization of the unit without delay or failure.

For this state of perfection to be rendered possible all ranks must know something of their duties on mobilization. Officers and N.C.O's. can be carefully instructed during peace time; not so, however, the rank and file—therefore these must be impressed with the *extreme importance of parading to the minute* at the hours mentioned on their cards. Once assemble the men and the rest will be comparatively easy. Enthusiasm will not be lacking; it is excess of enthusiasm at the wrong time that we are anxious to avoid. *Further, do not call up the men on the 1st Day of Mobilization*, but, instead, utilize this most important day to make ready for their arrival on the second. Do not crush all hope of doing anything out of the Quartermaster by expecting him to do everything that a Quartermaster should do; remember that he, with scarcely any help, has to feed his unit at a time when national excitement will be intense and business to a certain extent unhinged. Further, remember that it is to the unit's advantage that he completes all local contracts for the daily delivery of rations and forage as soon as possible, so that he may be free to move to the War Station when ordered, to make all preparations for the arrival of the unit there. Reduce the arrival and medical inspection of the men to a drill, and make companies practise this drill at least once a year. Carefully examine all billets, stabling, horses and wagons yearly so that no unexpected delay may occur. Prepare rolls of men for separation allowances beforehand. Make all ready for the day, and remember that a Territorial battalion can at no time be assembled by calling upon a bugler to sound the "fall in," and least of all at a time of great national excitement; that the men are not perfectly trained; that a rush of would-be soldiers may be expected; that enthusiasm cuts both ways, and if uncontrolled leads to confusion. That method is essential; that forethought is essential; that discipline is essential. And, lastly, that delay, that frequent source of disaster, may be reduced to a vanishing point by ample, careful and scientific preparation.

(B 2571) Wt. 39043—444 1000 2/14 H & S

PUBLIC LIBRARY OF VICTORIA